# ∏AMIBIA UNIVERSITY
## OF SCIENCE AND TECHNOLOGY

## Faculty of Management

### Department of Management

| QUALIFICATION: Bachelor of Business and Information Administration | |
|---|---|
| QUALIFICATION CODE: 07BBIA | LEVEL: 7 |
| COURSE: Administrative Management 3 | COURSE CODE: AMM721S |
| DATE: November 2019 | SESSION: 1 |
| DURATION: 3 Hours | MARKS: 100 |

| FIRST OPPORTUNITY EXAMINATION QUESTION PAPER | |
|---|---|
| EXAMINER(S) | DDJ Fredericks |
| MODERATOR: | Mr EA Zealand |

### THIS QUESTION PAPER CONSISTS OF 5 PAGES
(Including this front page)

### INSTRUCTIONS

1. You have to answer ALL four (4) questions.
2. Read all the questions carefully before answering.
3. Please number your answers clearly.
4. Make sure your student number appears on the answering script.

### PERMISSIBLE MATERIALS

1. Examination paper.
2. Examination script.

**QUESTION 1**

Question 1.1

In an interview you were asked to explain the following:

| | | |
|---|---|---|
| 1.1.1 | Leadership | (2) |
| 1.1.2 | Authority | (2) |
| 1.1.3 | Job Enrichment | (2) |
| 1.1.4 | Corporate Culture | (2) |
| 1.1.5 | Budget | (2) |

1.2 Read the passage below and answer the questions that follow.

Case Study

**Business Leaders can learn from the soccer field**

Although the 2010 Soccer World Cup hosted for the first time in Africa may now be a vague memory for most, Janie Everson (University of Cape Town's Business School) states that there are still lessons that business managers and leaders can learn from it. Essential ingredients for footballing glory include sharp strategy, great coaching and inspirational leadership – and the same can be said for senior leaders and executives seeking organisational success. When these three areas come together in the business world, the result can be strong and motivational leadership. This is the king of leadership that companies need to steer them through uncertainty, complexity and rapid change.

Maritz Research in the USA suggests that employee confidence in senior management is dwindling across all industries in the USA. The study found that only 11 per cent of employees surveyed strongly agree that their managers show consistency between their words and actions. Further findings showed that only 7 per cent strongly agree that they trust senior leaders to look out for their best interests.

The study also showed that in cases where management trust was strong, employees were significantly more committed to their companies. Together, the findings paint a rather gloomy picture of organisational trust and leadership in the USA, and while one cannot assume that the same is true for organisations in South Africa, few would disagree that trust and confidence wane during times of cutbacks and retrenchments.

Rick Garlick, senior director of consulting and strategic implementation at Maritz Research, says the link between trust in leadership and employee performance is made clear in the 'findings: 'In times like these, trust is an especially critical issue'.

Key to building trust between leader and follower is open, honest communication. It is the foundation for good leadership, according to Craig O'Flaherty, director of the Centre for Coaching at the UCT Graduate School of Business. 'When coaching leaders, we often share a

simple formula that illustrates how crucial communication is to achieving goals, whether you're a project manager or a CEO, he says.

'The formula states that "process x conversation = impact". Most managers tend to focus on the process and ignore the conversations, or pay very little attention to them. We believe that only when these two areas are given equal attention can the right effect be achieved.'

Conversation is also the critical factor when leading strategic change within an organisation. Any kind of change programme within a company - whether it is a small or major change - can create mistrust within the minds of employees.

To lead successfully under these circumstances; leaders need to cultivate a deep awareness of their own position and effect on others, as well as a deep understanding of those around them, in order to communicate clearly to ensure that their followers follow them.

This means that leaders must develop their understanding of self, of others, as well as of their effect on others.
Joss du Trevou, a regional manager at Absa Corporate, says that coaching 'had a big impact' on his leadership style. Anthony Percival, GM of auto logistics at Toyota Tsusho Africa, says sympathy, understanding and compassion are strengths in a leader, not weaknesses.
The powerful feedback from these leaders is that, when the elements of sound strategy and honest, inspirational leadership come together, organisations - like football managers – can build strong, motivated teams that are committed to performing at their best during the most challenging times.

*Source: Taken from and adapted from Janine Everson: 'Business leaders can learn from the soccer field', published on 18/08/2010 in Business Day.*

## CASE STUDY QUESTIONS

1.2.1 Based on the excerpt above, identify three (3) key characteristics of a modern leader? (3)

1.2.2 Women bring a different leadership style to organizations. They tend to engage in leadership behaviour that can be called 'interactive'. Explain the focus of an 'Interactive Leader'. (3)

1.2.3 The case study refers to the important role that leaders play in bringing about necessary change in an organisation. Briefly discuss the role that transformational leaders can play in ensuring that their followers follow them during times of change. (4)

1.2.4 Identify the qualities that characterize charismatic leaders. (5)

[25]

QUESTION 2

**2.1** Managers need a varied skills set to effectively function in today's ever competitive world. However, different situations require skills sets. Briefly discuss the four (4) skills you might need as a manager, and under what circumstances could each skill set be applicable or important. (8)

2.2 Herzberg's two-factor theory makes an important contribution to our understanding of motivation in the workplace. Explain what this theory entails and indicate the management application. (8)

2.3 One of the most respected approaches to leadership is the "path-goal theory". Explain the essence of this theory and cite the leadership behaviours applicable to this theory? (5)

2.4 Explain the importance of viewing management from a global perspective. (4)

[25]

QUESTION 3

3.1 Organisational change efforts often run into some form of resistance. Explain five (5) managerial actions to reduce resistance to change. (10)

3.2 Control is the final step in the management process and is an important link in the cycle of the process. Briefly discuss three (3) reasons why control is necessary in an organisation. (6)

3.3 2015 was a historical year for the Namibian higher education landscape, with the transformation of the Polytechnic of Namibia to the Namibia University of Science and Technology. Using the Lewin's change management model, fully **indicate** how management might have implemented the requisite changes, being mindful of the three steps of the model (give at least one change activity per step). (9)

QUESTION 4

4.1 One of the major challenges facing Southern African organisations is workforce Diversity.
4.1.1 Briefly explain the benefits of diversity management for an organization. (5)
4.1.2 Identify three (3) approaches that management can use to managing diversity. (3)
4.1.3 Describe the management implications of a diversified workforce. (4)

4.2 Discuss three (3) elements that determine and express a corporate culture that will be visible to an outsider. (3)

4.3 The Competing Values Framework (CVF), is the foundation upon which the four types of cultures emerged from. Identify and briefly explain the four main types of organisational culture. (8)

4.4 Zero-based budgeting as opposed to traditional budgeting was developed for various reasons. Briefly explain why this was introduced. (2)

[25]

[TOTAL: 100]

# ΠΑΜΙΒΙΑ UΠIVERSITY
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| FIRST OPPORTUNITY EXAMINATION PAPER *QUESTION* | |
| EXAMINER(S) | DDJ Fredericks |
| MODERATOR: | Mr EA Zealand |

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| MEMORANDUM | |
|---|---|
| FIRST OPPORTUNITY EXAMINATION PAPER | |
| **EXAMINER(S)** | DDJ Fredericks |
| **MODERATOR:** | Mr EA Zealand |

**THIS MEMORANDUM CONSISTS OF 10 PAGES**
(Including this front page)

**INSTRUCTIONS**

You have to answer ALL four (4) questions.

QUESTION 1

1.1 In an interview you were asked to explain the following:

1.1.1 Leadership (2)

- Process of directing the behaviour of others towards reaching the organisation's mission and goals.
- The process by which a person exerts influence over other people, Inspires them, and directs their activities to help them reach group goals.
(1 x 2)

1.1.2 Authority (2)

- Right of leader to give orders and to demand action from subordinates.

1.1.3 Job Enrichment (2)

- Job enrichment is implemented by adding depth to the job – vertically expanding a job by adding planning and evaluation responsibilities.

1.1.4 Corporate Culture (2)

- Beliefs and values shared by people in an organisation. Refers to set of basic consumptions maintained that they are regarded as valid assumptions. Resulted in fixed patterns of behaviour.

1.1.5 Budget (2)

- Budget is a formal plan, expressed in financial terms, that indicates how resources (funds) are to be allocated to different activities, departments or votes in organization.
- Forms basis for controlling the financial resources.

1.2 Read the passage below and answer the questions that follow.

Case Study

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these three areas come together in the business world, the result can be strong and motivational leadership. This is the king of leadership that companies need to steer them through uncertainty, complexity and rapid change.

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Source: Taken from and adapted from Janine Everson: 'Business leaders can learn from the soccer field', published on 18/08/2010 in *Business Day.*

CASE STUDY QUESTIONS

1.2.1 Based on the excerpt above, identify three (3) key characteristics of a modern leader? (3)

- Change agents to lead them through uncertain times.
- Consistency with regards to words and action.
- Trustworthy
- Communication skills
- Honesty

(1 x 3) Consider student's contributions

1.2.2 Women bring a different leadership style to organizations. They tend to engage in leadership behaviour that can be called 'interactive'. Explain the focus of an 'Interactive Leader'. (3)

- Concern with Consensus building, open and inclusive,
- encourage participation and is more caring in their leadership style.
- Is consistent with recent trends towards participation and empowerment.

1.2.3 The case study refers to the important role that leaders play in bringing about necessary change in an organisation. Briefly discuss the role that transformational leaders can play in ensuring that their followers follow them during times of change. (4)

- They need to use their ability to bring about innovation and change.
- Make the necessary changes in the organisation's vision and mission and goals, strategies, culture and reward systems.
- Break through old habits of thinking and acting
- Forge new solutions to old problems.
- Align their organisations with the ever-changing environment.

1.2.4 Identify the qualities that characterize charismatic leaders. (5)

- Stating an appealing vision (providing sense of community)
- Self-confident with exceptionally persistent nature
- Determination to achieve success.
- Ability to confidently communicates his ideals to followers.
- Creates a feeling of excitement and adventure.
- He is creative and talented
- Has a good taste and is innovative.

- Conveys through words & actions new set of values.
  (5 X 1)

**QUESTION 2**

2.1 Managers need a varied skills set to effectively function in today's ever competitive world. However, different situations require skills sets. Briefly discuss the four (4) skills you might need as a manager, and under what circumstances could each skill set be applicable or important. **(8)**

- **Conceptual Skills**
  Mental ability view operations holistically.Thinking and planning abilities

- Ability to think strategically.
- **Interpersonal Skills**
- Ability to work with people
- Communicate, understands behaviour, resolve conflict, motivate.
- **Technical Skills**
- Ability to use the knowledge or techniques to attain goals. (Accounting, engineering, etc.
- **Political skills**
- Political skills: enhancing one's position and building a power base.
  (4 x 2)

2.2 Herzberg's two-factor theory makes an important contribution to our understanding of motivation in the workplace. Explain what this theory entails and indicate the management application. **(8)**

- **Herzberg's two-factor motivation theory** states that the factors responsible for job dissatisfaction **(hygiene factors)** are related to the **job context** and include factors such as salary and working conditions.

- According to Herzberg, the presence of adequate hygiene factors will **prevent dissatisfaction**, but will **not lead to satisfaction.**

- Hygiene factors cannot motivate. Instead, **job content** factors are the **motivators**. These include factors such as recognition and achievement.

- Managers should eliminate dissatisfaction, ensuring that pay, work conditions, company policies, etc. Are reasonable and appropriate.

- Management must enhance employee motivation, provide opportunities for growth, achievement and responsibility.

- Job restructuring (job enrichment) contributes to worker's motivation.
  (4 x 2)

**2.3 One of the most respected approaches to leadership is the "path-goal theory". Explain the essence of this theory and cite the leadership behaviours applicable to this theory?** **(5)**

- Part-goal theory:   A leadership theory developed by Robert house.  Derived from the belief that effective leaders clarify the path to help followers get from where they are to the achievement of their goals.

- Reducing roadblocks and pitfalls.

  Essence:

- It is the leaders job to assist followers in attaining their goals and

- To provide the necessary direction and support

- To ensure that their goals are compatible with the overall objectives of the group or organisation.

  (5 x 1)

**2.4 Explain the importance of viewing management from a global perspective.** **(4)**

- Competitors are no longer defined within national borders.

- New competition can suddenly appear at any time, from anywhere in the world.

- Accordingly, managers must think globally if their organisations are to succeed over the long term.

- They must be prepared to deal with the changes globalisation fosters and

- be able to work with individuals from diverse cultures.

  (4 x 1) Consider student's contributions

  [25]

QUESTION 3

3.1 Organisational change efforts often run into some form of resistance. Explain five
(5) managerial actions to reduce resistance to change. **(10)**

- **Education and communication**: can help reduce resistance to change by helping staff members to see the logic of the change effort. People should be educated about planned changes before they occur. E.g. one-on-one discussions, workshops, presentations to staff members, discussion forums, reports, newsletters. Etc.
- **Participation & involvement**: bring staff members on board with the decision-making process. Participation gives people a chance to express their fears about proposed changes.
- **Facilitation and support**: Involves providing the necessary resources that staff members need to carry out the change and perform their jobs properly.
- **Negotiation & rewards**: It is good to negotiate a proposed change with staff involved and to reach an agreement.
- **Manipulation and co-optation**: refers to covert attempts to influence others about the change.
- **Selecting people who accept change**
- **Coercion**: the use of direct threats or force against the resisters.
- **Negotiation**: involves a bargain. Exchange something of value for an agreement to lessen the resistance to the change effort.
- **Top management support**: Change should have top management support. The latter must foster an environment of communication and trust.
(5 x 2)

3.2 Control is the final step in the management process and is an important link in the cycle of the process. Briefly discuss three (3) reasons why control is necessary in an organisation. **(6)**

- Control is important to ensure that the activities at all levels are in accordance with the mission and goals.
- Control is needed to ensure that resources are deployed in such a way that it achieves its goals.
- Strict control results in better quality and helps management to cope with environmental changes, uncertainty and the turbulent business environment.
- The complexity of organization requires control to deal with great numbers of people, to help with coordination and to limit the change of errors.
- Competition and globalization make control necessary in order to remain competitive and sustainable.
- Control helps to minimize costs and limit the accumulation of errors.
- Control facilitates delegation and teamwork.
- Helps to determine an employee's progress and ultimately the performance of the organisation.
(3 x 2)

3.3  2015 was a historical year for the Namibian higher education landscape, with the transformation of the Polytechnic of Namibia to the Namibia University of Science and  Technology.  Using the Lewin's change management model, fully indicate how management might have implemented the requisite changes, being mindful of the three steps of the model (give at least one change activity per step).          (9)

- Unfreezing:
- Help people accept that change is needed  because the existing situation is not adequate
- Management could have conducted workshops, road shows and sensitised all stakeholders of the need to change, articulating the advantages of having a university status, and challenging any resistance to change.
- Change:
- Involves rearranging of current work norms and relationships to meet new needs
- This is not an overnight thing, and involves improvement of the staff profile, helping staff to improve their own competencies, and promoting the embrace of change. This also includes rebranding of all NUST related assets.
- Refreeze:
- Help people accept that change is needed because the existing situation is not adequate.
- Management could incentivise change, and ensure the brand ambassador campaign is promoted and supported by all staff. Functional heads should provide oversight that all sections are adhering to the new direction of the institution.
  (9 x 1)

[25]

## QUESTION 4

4.1  One of the major challenges facing Southern African organisations is workforce Diversity.

4.1.1  Briefly explain the benefits of diversity management for an organization.          (5)

- Improve organisational performance.
- Create higher morale & better relationships.
- Diverse groups more creative than homogeneous groups.
- Cultural & gender diversity – freer discussions
- Reduce the risk of "groupthink"
- Expand thinking in other fields as well.
  (5 x 1)

**4.1.2 Identify three (3) approaches that management can use to managing diversity.** **(3)**

- Golden Rule approach: Treat others as you want to be treated.
- The 'right the wrongs' approach: Affirmative actions. Creates an 'us versus them'
- The 'value of differences' approach: recognises differences does not require people to assimilated into the dominant culture.
    (3 x 1)

**4.1.3 Describe the management implications of a diversified workforce.** **(4)**

- The workforce witness heterogeneity of gender, race, and ethnicity.
- It will also include the physically disabled, different sexual orientations, the elderly and those who are significantly overweight.
- The most important requirement for managers is sensitivity to the differences among individuals.
- That means they must shift their philosophy from treating everyone alike to recognising differences and
- Responding to those differences in ways that will ensure employee retention and greater productivity.
- Managers must create a work environment in which different lifestyles, family needs and work styles are accommodated.
    (Any 4 x 1)

**4.2 Discuss three elements that determine and express a corporate culture that will be visible to an outsider.** **(3)**

- The design of the building
- The organisation's logo
- Signage outside as well as inside the buildings
- The way that employees dress
    (3 x 1) – Consider student's contributions

**4.3 The Competing Values Framework (CVF), is the foundation upon which the four types of cultures emerged from. Identify and briefly explain the four (4) main types of organisational culture.** **(8)**

- **Hierarchy**: this type of culture reflects norms and values commonly associated with with bureaucracy (refer to the unit on management theories to remind yourself of bureaucracratic management approach).

- **Market**: This culture puts great emphasis on efficiency and achievement People are competitive as there is great importance placed on getting things done. Leaders are hard drivers, and have high expectations.

- **Clan**: The clan culture is characterised by high affiliation, emphasis on teamwork and participation. Working environment is a friendly one, it has a look of one big family. People share a lot in common. The leaders are viewed more as mentors or as father figures. The organisation is held together by loyalty and tradition.
- **Adhocracy**: This culture is punctuated by risk taking, innovation, and embracing change. Employees are empowered to take initiative, free to explore new discoveries, so as to enhance feel enhanced job satisfaction.
  (4 x 2)

4.4 **Zero-based budgeting as opposed to traditional budgeting was developed for various reasons. Briefly explain why this was introduced.** (2)

- To eliminate disadvantages of traditional budgeting – adding an incremental value to the previous years figures.
- Advantage is that managers consider demands in terms of the budget carefully.

[25]

[TOTAL: 100]